



KARP STRATEGIES

URBAN PLANNING ADVISORS

Local Rapid Recovery Plan (LRRP) **Final Project Overview**

Town of Grafton, Massachusetts

September 21, 2021

Agenda

Today's overarching goal is to briefly present the 12 final projects that will be in the final LRRP report.

- LRRP Overview and Status
- Project Overviews

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LRRP Overview and Status



Market Information

Trends
Consumer Profiles
Demand



Physical Environment

Public Realm
Private Realm
Access + Visibility



Business Environment

Anchors/Destinations
Asset Mix
Nodes/Clusters



Administrative Capacity

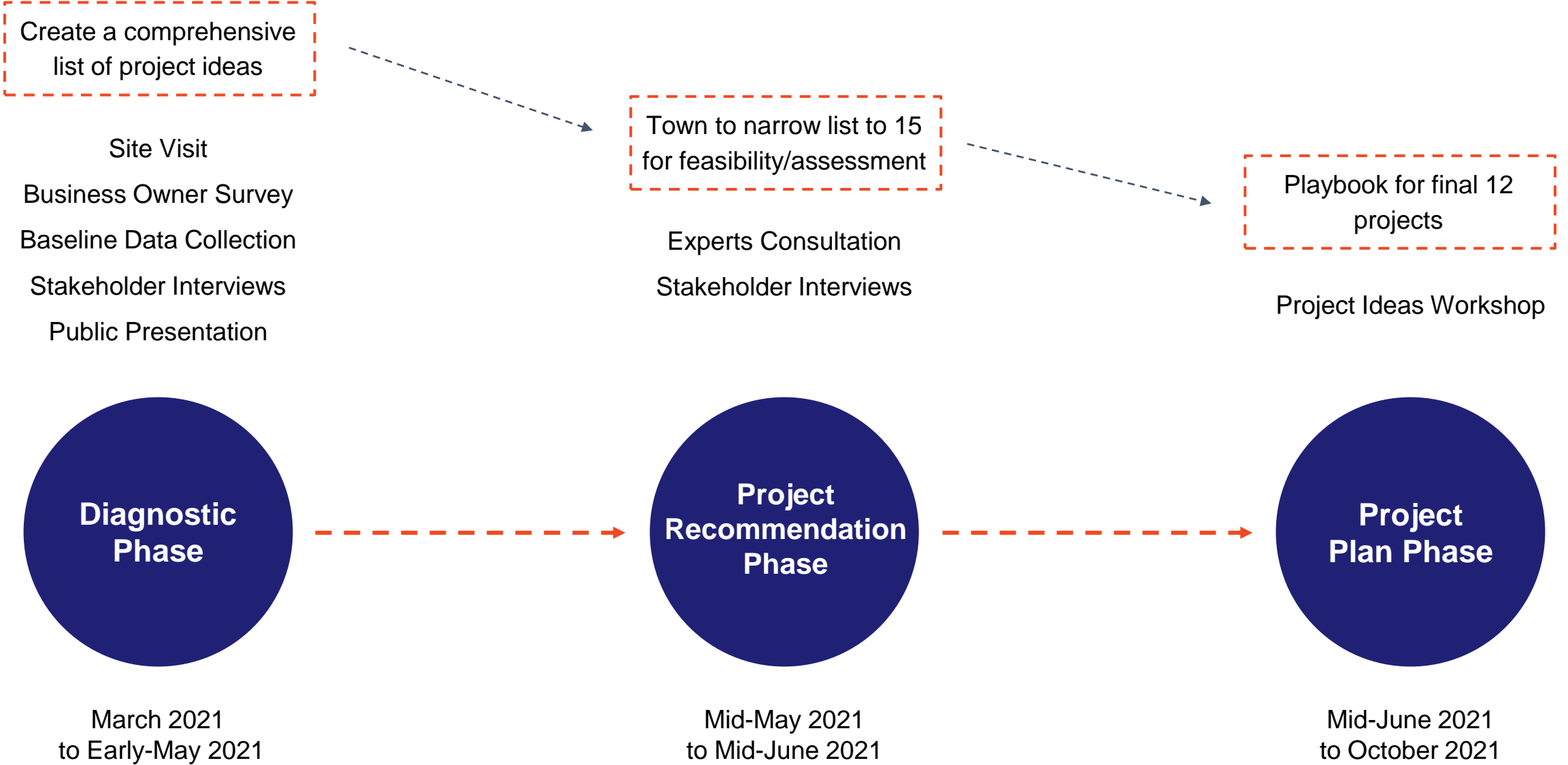
Partners
Funding
Regulations/Zoning

Local Rapid Recovery Plan (LRRP) Program

- Support the Commonwealth in the collection and standardization of baseline data to measure COVID-19 impacts
- Ensure that communities have data-driven plans to aid in COVID-19 recovery efforts
- This program should serve the North Grafton community in its recovery from COVID-19 as well as longer-term economic development efforts.

North Grafton





Preliminary Proposed Projects

- Business Association
- Commercial Rezoning
- Critical Services
- Facade Improvement Grants
- Outdoor Dining
- Park Improvements
- Parking/Zoning Study
- Placemaking
- Programmatic Attractions
- Sidewalks in Perry Hill
- Wayfinding Signage
- WiFi Hotspots

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Project Overviews

Create a Business Association

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|-----------|--------------------------------|-----------------|--|
| Category | Private Realm | Funding Sources | <ul style="list-style-type: none">American Rescue Plan Act (ARPA)One Stop for Growth GrantsDistrict Local Technical Assistance Funding (DLTAF)Central Mass Regional Planning Commission (CMRPC) |
| Budget | Low Budget (Under \$50,000) | | |
| Timeframe | Short Term (Less than 5 years) | | |

Action Item: The Town may support local businesses in North Grafton in creating a local business association.

Process:

1. Develop a business registry for North Grafton businesses.
2. Organize a steering committee of local business leaders to develop the business association.
3. Identify best practices and available resources from regional Chambers of Commerce and other entities.
4. Determine a leadership structure and establish the business association.
5. Conduct outreach and marketing to attract potential members.
6. Develop a budget and funding structure.
7. Create an event calendar for members.

Recruit Critical Businesses and Services

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|-----------|--------------------------------|-----------------|---|
| Category | Tenant Mix | Funding Sources | <ul style="list-style-type: none">American Rescue Plan Act (ARPA)One Stop for Growth GrantsMass Growth Capital Corporation (MGCC) |
| Budget | Low Budget (Under \$50,000) | | |
| Timeframe | Short Term (Less than 5 years) | | |

Action Item: The Town may run targeted marketing, communication and networking activities to recruit critical businesses that act as strong downtown businesses and can attract more people to North Grafton.

Process:

1. Convene local stakeholders to identify a unified vision for North Grafton’s business community.
2. Identify needs and gaps in North Grafton’s business development environment.
3. Assemble recruiting and marketing materials to distribute to prospective businesses.
4. Identify and engage potential tenants who would fill gaps in the business community.
5. Conduct general marketing efforts to reach prospective business tenants who were not specifically identified.
6. Finalize agreements with all interested businesses to secure their relocation to or within North Grafton.

Provide Facade Improvement Grants

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|-----------|---|-----------------|--|
| Category | Tenant Mix | Funding Sources | <ul style="list-style-type: none">• American Rescue Plan Act (ARPA)• One Stop for Growth Grants• Mass Growth Capital Corporation (MGCC)• MassDevelopment Commonwealth Places• Mass CPC• MAPC Technical Assistance Program |
| Budget | Low Budget (Under \$50,000) <i>[Option to increase]</i> | | |
| Timeframe | Short Term (Less than 5 years) | | |

Action Item: The Town may create a Facade Improvement Grants program for North Grafton businesses to upgrade the exteriors of their buildings.

Process:

1. Secure external funding sources to be used as grant or loan funds.
2. Determine an award structure for funds distributed to businesses.
3. Develop a rubric and scoring system for evaluating applications from businesses.
4. Create an application that businesses and other property owners can use which shares the selection criteria, design guidelines, and eligibility requirements.
5. Market the application to all potential recipients based on pre-determined eligibility.
6. Review applications to score adherence to design guidelines and other criteria and determine grant/loan winners and award amounts.
7. Monitor construction progress and troubleshoot issues as needed.

Support Outdoor Dining

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|-----------|--------------------------------|-----------------|---|
| Category | Private Realm | Funding Sources | <ul style="list-style-type: none">• American Rescue Plan Act (ARPA)• One Stop for Growth Grants• Mass Growth Capital Corporation (MGCC)• Shared Streets and Spaces grant program |
| Budget | Low Budget (Under \$50,000) | | |
| Timeframe | Short Term (Less than 5 years) | | |

Action Item: The Town may implement additional support systems for local restaurants that would like to introduce or increase outdoor dining capacity.

- Process:**
1. Develop a vision for outdoor dining in North Grafton.
 2. Conduct outreach with restaurants in North Grafton to determine their desires and needs for outdoor dining.
 3. Identify best practices in other municipalities through research and outreach with experts.
 4. Review the Town’s permitting processes and requirements for outdoor dining to identify opportunities for improvement.
 5. Identify funding opportunities for businesses to cover costs such as tents, tables and chairs, and construction materials and labor.
 6. Conduct marketing to attract new customers.

Improve the Park at 5 Mill Street

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|-----------|--|-----------------|--|
| Category | Public Realm | Funding Sources | <ul style="list-style-type: none">American Rescue Plan Act (ARPA)One Stop for Growth GrantsEEA Land and Recreation GrantsMassDevelopment Commonwealth PlacesParkland Acquisitions and Renovations for Communities (PARC) Grant Program |
| Budget | Low Budget (Under \$50,000) to High Budget (More than \$200,000) | | |
| Timeframe | Short Term (Less than 5 years) | | |

Action Item: The Town may implement placemaking and infrastructure upgrades to the grass and concrete open space at 5 Mill Street.

Process:

1. Conduct a baseline conditions assessment to understand current uses and site conditions.
2. Hold an internal Town meeting to brainstorm potential uses for the park.
3. Conduct stakeholder engagement to present the full suite of feasible uses for this space.
4. Facilitate a design phase to brainstorm potential applications of the final use(s) for the space.
5. Select a steward or manager for the space from this group, if applicable.
6. Oversee the construction period and conduct periodic site visits and progress assessments.

Coordinate a Parking Study and Zoning Changes

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|-----------|--|-----------------|---|
| Category | Public Realm | Funding Sources | <ul style="list-style-type: none">American Rescue Plan Act (ARPA)One Stop for Growth GrantsShared Streets and Spaces Grant ProgramMassDOT Complete Streets |
| Budget | Low Budget (Under \$50,000) to High Budget (More than \$200,000) | | |
| Timeframe | Short Term (Less than 5 years) | | |

Action Item: The Town may conduct a study to determine the effects of parking requirements on businesses in North Grafton and enact zoning changes related to parking.

Process:

1. Identify the elements of a parking requirement study.
2. Retain a consultant to implement the parking study.
3. Identify sites and opportunities for future parking expansions.
4. Review parking requirements in Grafton’s zoning ordinance to determine areas for improvement.
5. Implement any recommended zoning changes.

Create Targeted Placemaking for Public Space

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| Category | Culture/Arts | Funding Sources | <ul style="list-style-type: none">American Rescue Plan Act (ARPA)One Stop for Growth GrantsShared Streets and Spaces Grant ProgramMassDOT Complete StreetsMassDevelopment Commonwealth PlacesMGCC Biz-M-Power CrowdfundingNEFA Public Arts Grants |
| Budget | Low Budget (Under \$50,000) <i>[Option to Increase]</i> | | |
| Timeframe | Short Term (Less than 5 years) | | |

Action Item: The Town may create targeted placemaking to improve public space in North Grafton, including tables and benches, public art, lighting, and/or greenscape elements.

Process:

1. Identify locations for placemaking improvements in North Grafton.
2. Determine project inspirations from best practices in other jurisdictions.
3. Create a vision for each desired placemaking element, including its location and desired purpose and audience.
4. Establish a global project plan that incorporates each element’s procurement and installation.
5. Conduct procurement and contracting for installation.
6. Coordinate and execute installation including logistics, site inspections, and necessary permitting.
7. Develop a maintenance and upkeep plan for all new elements.

Develop Programmatic Attractions

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|-----------|--------------------------------|-----------------|---|
| Category | Culture/Arts | Funding Sources | <ul style="list-style-type: none">• American Rescue Plan Act (ARPA)• One Stop for Growth Grants• Community Development Block Grants• MassDevelopment Commonwealth Places |
| Budget | Low Budget (Under \$50,000) | | |
| Timeframe | Short Term (Less than 5 years) | | |

Action Item: The Town may host new events in public spaces to attract new visitors to North Grafton, including a farmers market, pop-up retail, food trucks, movie nights, block parties, and more.

Process (repeat for each event):

1. Identify the vision and goals for the event and determine the target audience.
2. Establish a project plan including schedule, procurement, budget, needs assessment, project leads/point people, capacity, and other project-specific needs.
3. Find and secure a venue, any necessary permits and insurance, and other logistics.
4. Create marketing materials and identify event sponsors.
5. Create materials including signage and wayfinding to promote the event and direct visitors.
6. Coordinate day-of logistics including run-of-show, volunteer management, setup and teardown, crowd management, parking, wayfinding, and safety procedures.
7. Identify potential external leadership for future iterations of the event, if applicable.

Add Sidewalks in Perry Hill

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| Category | Public Realm | Funding Sources | <ul style="list-style-type: none">American Rescue Plan Act (ARPA)One Stop for Growth GrantsMassDevelopment Commonwealth PlacesUS DOT Pedestrian and Bicycle ProgramShared Streets and Spaces Grant ProgramMassDOT Complete Streets |
| Budget | Medium Budget (\$50,000 - \$200,000) or High Budget (Above \$200,000) | | |
| Timeframe | Short Term (Less than 5 years) or Medium Term (5-10 years) | | |

Action Item: The Town may develop new sidewalks and pedestrian paths throughout the Perry Hill neighborhood.

Process:

1. Gather data on existing conditions for pedestrians in North Grafton.
2. Develop a preliminary vision for the sidewalk expansion to present to all stakeholders.
3. Coordinate the design phase based on the preliminary vision and any changes proposed through stakeholder engagement.
4. Conduct any necessary environmental review.
5. Facilitate procurement of construction labor and materials to install the new sidewalks.
6. Oversee the construction period and conduct periodic site visits and progress assessments.

Install Wayfinding Signage

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|-----------|--------------------------------|-----------------|--|
| Category | Public Realm | Funding Sources | <ul style="list-style-type: none">American Rescue Plan Act (ARPA)One Stop for Growth GrantsCommunity Development Block GrantMassDevelopment Commonwealth Places |
| Budget | Low Budget (Under \$50,000) | | |
| Timeframe | Short Term (Less than 5 years) | | |

Action Item: The Town may add wayfinding signage throughout North Grafton, including directions to local businesses and parks and branding and historical signage for parks.

Process:

1. Create a specific vision for branding in North Grafton.
2. Identify existing deficiencies and needs within the pedestrian network, parking opportunities, and overall transportation network.
3. Develop a comprehensive vision and implementation plan for the new wayfinding materials.
4. Determine the process for signage procurement and installation.
5. Coordinate and execute installation of the signage.
6. Develop a maintenance and upkeep plan for all new elements.

Add Public WiFi Hotspots

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| Category | Public Realm | Funding Sources | <ul style="list-style-type: none">American Rescue Plan Act (ARPA)One Stop for Growth GrantsMAPC Technical Assistance Program |
| Budget | Low Budget (Under \$50,000) <i>[Option to Increase]</i> | | |
| Timeframe | Short Term (Less than 5 years) | | |

Action Item: The Town may install WiFi hotspots in public spaces in North Grafton that would be free for public use and would be owned and operated by the Town.

Process:

1. Develop a set of goals and parameters for the new public WiFi network.
2. Select a network infrastructure from which to draw the new public network.
3. Coordinate with the Town’s IT contractor to establish any necessary network safeguards.
4. Procure an engineer to prepare specific sites for all new WiFi hotspots.
5. Procure all necessary materials, including WiFi hotspots and any other components.
6. Oversee the construction/installation period.
7. Power the hotspots on and allow the public to connect to the network.

Thank you!

Karp Strategies
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